



European Network Against Racism

The voice of the anti-racist movement in Europe

## **Draft work plan 2020 – REC & DARE**

*ENAR GA – 21 June 2019*

*Brussels*

The application to the European Commission for the 2020 budget under REC (Rights, Equality and Citizenship programme) is likely to happen by mid-September.

The proposed work plan below is based on what ENAR committed to do in the framework of the framework partnership 2018-2021.

Compared to the application accepted by the EC in 2017, this plan is already shifting some of ENAR's priorities so as to remain as relevant as possible in a fast-changing political environment.

As the summer will be busy with a number of other funding applications to other major funders (Joseph Rowntree Charitable Trust and Sigrid Rausing Trust), the Team has sought to maximise the efforts invested in drafting a work plan much ahead of schedule compared to previous years, by already adapting it to the structure of the REC application.

This application is structured in 3 main parts:

- 1) Management of the organisation, logistics, governance;
- 2) Operations and content work;
- 3) Dissemination and outreach.

It is clear that this analytical approach does not offer the comfort of reading and the coherence that a narrative work plan would offer. We are aware of this, and we will seek to produce such a plan at a later stage. In this document we aim to focus on content, rather than on the format.

Please note that we have inserted, in the REC work plan, the parts linked to the DARE project so that you have the most complete overview of the work plan of the organisation. It goes without saying that the DARE sections will not be part of our REC application.

Please also note that the work plan will be also further reviewed and fine-tuned during the summer (this is why we ask the GA to give a mandate to the Board to agree on the final version on behalf of the organisation). In particular as the volume of activities still has to be specified (for example, the number of advocacy meetings that we will propose for each subject).

A number of new sections have appeared, such as *intersectionality* or *HR defenders*. This does not mean that we start working on these issues, but we wished to give them the visibility that they deserve in our work, as we have been investing resources in these issues. This goes for a number of other

points, as we have also worked to revise our shadow report and research activities to provide better quality and more relevant research reports. In parallel, we have sought to reduce the scope of our plan to improve the quality of our work.

Finally, you will notice that we have started to rebalance our approach to our work on specific forms of racism. Since 2010, when ENAR took the crucial decision to work on the recognition of specific forms of racism, the anti-racist landscape has changed considerably in this last decade. At that point in time, the EU was still stuck in a purely “universal” approach, and there were, to a large extent, only small national organisations working on specific forms of racism. ENAR stepped in to fill a gap and sought to strengthen the voices of organisations led by people experiencing these specific forms of racism. Today, there are functioning transnational and European coalitions or alliances working on the recognition and the fight against Islamophobia, Antigypsyism, Afrophobia and Antisemitism at least.

Under these circumstances, with such a positive development, ENAR now believes that we can better direct our resources by supporting these coalitions and increasing our work on transversal issues. We will be seeking to move towards an increased functional distinction between cause-based coalitions/alliances working on a specific form of racism, and ENAR which will be the meeting point where common strategies will be devised to fight common issues. For example: if ethnic profiling affects the various communities vulnerable to racism differently in different national contexts (which would be the role of the specific coalitions to highlight), it is very likely that only one common legislation will ever be adopted to counter the various specific negative effects on each group. Therefore, the role of ENAR will increasingly be on shaping these common policies and legislation, in coordination with the different coalitions/alliances, rather than keep highlighting the specific effects on specific groups, which is done extremely well by the dedicated organisations.

2020 will also be a year of learning. Under the new EU Multiannual Financial Framework, budgets will be differently allocated, and this new scheme might affect social justice policies. ENAR will need to better understand the new mechanisms of funding, policies and aligned programmes, considering that the new approach will explore different sectors transversally and will put less focus on identity politics. Our network will need a space to reflect how this new frame can impact ENAR’s anti-racist and intersectional approaches.

we understand that this shift will take a number of years, but we are convinced that it needs to start being implemented as soon as possible to remain politically relevant and avoid duplicating efforts in the difficult context in which we are operating. Of course, resources will be dedicated to ensure the best articulation between the different approaches to racism so that we can maximise our collective impact.

Please do not hesitate to convey your feedback on the work plan during the GA and until **latest 5<sup>th</sup> July, close of business, by email to [michael@enar-eu.org](mailto:michael@enar-eu.org)**, referring clearly to which part of the work plan you wish to comment on and proposing concrete recommendations.

Please note that the Board and Team will take into account the overall balance of the work plan and that all recommendations will not find their way into an already very packed programme.

Please also note that the 2020 work plan is meant to contribute to achieving our longer term vision, according to our theory of change, to be found [here](#).

## **Foreseen activities for 2020 – according to the Framework Agreement**

### **1. Management activities**

Key objective:

- To enhance the network's organisational capacity to combat racism by ensuring smooth financial and logistical operations, updating monitoring and evaluation processes, reinforcing the communication with and between its members, ensuring ongoing development of its staff and securing diversification of financial sources.

#### **Manage human resources and logistics**

- Carry out the recruitment and performance evaluation of staff members and external contributors where appropriate;
- Ensure the daily coordination of the office, the work plan and the Team;
- Run the logistical aspects of the work plan e.g. events/meetings (venues, catering, accommodation, communication with participants, travel, accommodation, service providers, etc.) and service providers for ENAR office;
- On the basis of the skills & desire assessment carried out in 2019, develop the skills of the Staff (with particular attention to operational management, communication, narrative development....);
- Further and improve the implementation of the project management model developed in 2019;
- Represent the organisation in high-level meetings at European and national levels as well as towards third countries.

#### **Manage finances and fundraising activities**

- Financial management of the work plan and EU grant (budget, monitoring, updates, reporting - internal and to funders);
- Conduct regular administration of human resources (contracts/salaries);
- Carry out the daily budget management in cooperation with accountant;
- Secure together with fundraiser co-funding for the grant and liaise with at least 3 other potential co-funders;
- Support evaluators and auditors, organise and coordinate the annual financial audit;
- Organise and coordinate at least 3 meetings of the Board Sub-group on finances and staffing issues;
- Report regularly on finances and fundraising to the Treasurer;
- Organise and coordinate at least 5 Board meetings;
- Review the current fundraising strategy with the view to increase our independence from all our funders so that the loss of any funder does not endanger the life of the organisation (this includes the use of our deliverables for fundraising purposes).

#### **Manage, Monitor and evaluate progress**

- Content management of the different grants (monitoring, evaluation, reporting);
- Regular communication with and reporting to ENAR Board;

- Update monitoring and evaluation tools and draft quarterly updates to donors;
- Draft one annual activity and one financial report with presentation to the GA;
- Reinforce the monitoring and impact assessment mechanisms of the network.

### **Strengthen the Network governance**

- Strengthen the skills of the Board (at least of the Chair, Vice-Chairs and Treasurer), based on an assessment carried out in 2019, with a specific budget allocated;
- Support the development of an activity plan for the Board and processes for the implementation of Board activities;
- Finalise a complete overhaul of work regulations, including the human resources and well-being processes (including clear definitions of Team members' areas of work and an assessment of the recruitment needs of the Network).

### **Strengthen network development**

- Implement the membership strategy developed in 2019, which includes a strengthening of the membership as well as an increase of the membership taking into account different backgrounds, regional balances...;
- Draft and disseminate at least 2 funding fact sheets;
- Review and disseminate the welcome pack for new members where relevant;
- Support, monitor and assess national projects by members;
- Visit national projects on demand;
- Organise at least 2 webinars or online discussions with members related to specific thematic objectives of the network (topics tbc);
- Organise at least 1 capacity building session for the members (topic tbc);
- Consult members on specific internal and external surveys related to the thematic objectives of the Network and forward their recommendations to relevant decision and policy makers.

### **Strengthen internal communication**

- Implement the internal communication strategy (including digitised ENAR outreach) developed in 2019 by setting up a digital network for faster intra-membership communications with peer-to-peer networking tools for member organisations (via instant messaging apps, social media channels, cloud based web tools and services) and building their capacity in using them; and by mapping out the digital network of ENAR secretariat and restructuring it to support the pan European peer-to-peer network of ENAR;
- Organise a webinar on communication development;
- Disseminate ENAR's deliverables (toolkits [Equal@work, advocacy, monitoring the impact of CT measures, shadow report dissemination], Antigypsyism book, shadow reports [hate crime 2019, police violence 2020] ...) on an ongoing basis;
- Inform members of latest developments and news through Weekly Mails (45 weekly mails);
- Deliver quarterly portfolio updates to inform members of relevant developments;
- Maintain, update and develop the members' area on Organon, to facilitate information sharing with and between members.

### **Support the strategic planning of the Network**

- Draft the annual activity plan 2021 on the basis of the input of the members and the various bodies and working groups of the network;

- Organise and implement the strategic planning process aiming at the adoption of the strategic plan 2022-2024/5;
- Draft and adopt (?) the strategic plan 2022-2024/5 on the basis of the input of the members and the various bodies and working groups of the network, taking into account the new context of the EU's Multiannual Financial Framework.

## **2. Operational/content activities**

Key objectives:

- Strengthen the capacity of the network, in particular through communication/network & mobilisation and community building/development;
- Consistently advocate for an anti-racism perspective in order to secure a more meaningful, transversal and sustainable place for racial equality within EU institutions, legislation, policies and processes;
- Address racist violence, state racial violence, police abuse of power through position papers, research work, advocacy and/or campaigning;
- Support and build the capacity of ENAR members to advocate for States to duly respond to racist crime and speech and to implement rights-based and inclusive security and policing policies;
- Tackle structural racism through ensuring that Member States collect reliable and comparative equality data in line with fundamental rights and data protection standards, including EU-wide standards on National Action Plans Against Racism that take into account intersectionality, multiple forms of discrimination and specific forms of racism.

### **Mainstream anti-racism**

- Participate in meetings of the Social Platform, the Human Rights and Democracy Network (HRDN), Civil Society Europe (CSE) internal working group meetings, advocacy meetings with EU institutions (FREMP, LIBE Committee and EC) and contribute to joint submissions;
- Support the setting up and skills development of the members of the EP Anti-Racism and Diversity Intergroup (ARDI);
- Train the new coordinator of the ARDI on the state of play and upcoming challenges in the field of race equality through working sessions;
- Produce policy briefings to EU presidencies, meet with Presidencies' officials and other Member States' representatives, as well as with relevant Commissioners' cabinets (topics tbc);
- Reinforce ENAR's connections with other anti-racist networks;
- Organise at least one learning event with transnational anti-racist movements (Black Lives Matter UK/US...) with the view to reinforce solidarity between movements in times of transnational increase of coordinated populist pressure;
- Develop a common ENAR position on issues having an impact on racism and anti-racism (climate justice, capitalism, colonialism, migration);
- Contribute to the holistic narrative of the "Europe we want" coalition and take part in the coalition meetings;
- Hold a working group on the policy and funding impact on anti-racism of the EU Multiannual Financial Framework.

## **Intersectionality**

- Promote intersectionality as a way to redress how different types of discrimination and disadvantages and the manner in which ethnicity, race, patriarchy, class oppression and other systems of discrimination create inequalities that structure the dynamics and situation of marginalised people, including racialised groups, women, elderly, children, LGBTI, etc.;
- Support mainstream feminist/women's organisations to integrate the intersectional approach regarding women of colour and other ethnic minority women;
- Further raise awareness of members and staff about a feminist approach in the anti-racism movement (including through a dedicated session at the GA 2020);
- Dissemination of our 2019 publication on intersectionality and potential strategies to mainstream the intersectional approach at European and national levels;
- Develop an implementation plan for this strategy on mainstreaming intersectionality in European and national policy circles;
- Advocate for the planned EP FEMM report on intersectionality to refer to the situation of women of colour and other minority women;
- Support the advocacy efforts of European anti-discrimination networks towards unblocking the Horizontal Directive.

## **Racist crime and speech**

- Conduct advocacy (including through the EU High-Level Group on racism, xenophobia and other forms of intolerance) and submit briefings to the Presidency;
- Monitor member state responses to hate crime and advocate with members for effective enforcement of the law, including through calls for infringement proceedings where relevant;
- Continue the advocacy (and reporting) initiative aiming at equipping the EP with an independent monitoring body on hate speech with an identification-and-reaction mechanism, based on amendments to the Rules of Procedure, with the support of ARDI.

## **Security and policing**

- Produce a research report on the impact of counter-terrorism policies on groups at risk of racism;
- Produce a European Shadow Report on police violence and community resilience;
- Advocate for human rights impact assessment studies by FRA or the EP on counter-terrorism legislation and policies (including impact on minorities), in collaboration with HRDN;
- Contribute to the EC assessment report of the transposition and implementation of the counter-terrorism directive, to avoid disproportionate impact on vulnerable minority communities, including by developing coalitions with relevant stakeholders (HRDN, RAN, EEAS, EC, Council, EP, US mission to the EU);
- Raise awareness about racially biased state violence (police, immigration, health care, education, welfare) through more systematic reactions in the media and on social media to instances of state violence;
- Publish one briefing/fact sheet on ENAR's understanding of state violence;
- Bring anti-racism to C/PVE, by exploring the possibility for ENAR to co-head a working group of the Radicalisation Awareness Network (RAN) on anti-racism and human rights with the view to raise the anti-racism and human rights awareness of Counter-Terrorism/Preventing Violent Extremism practitioners;

- Advocate for EU guidelines on fair and effective policing and accountability of law enforcement, in collaboration with OSF and other activists;
- Raise awareness about the risks involved with automated data profiling (Artificial Intelligence), by engaging with the digital agenda, in coalition with other networks.

### **Discrimination in employment and diversity management**

- Develop, through the Equal@work platform, a network of employers, trade unions, and civil society organisations committed to making progressive improvements to diversity management;
- Produce one toolkit on racial biases and artificial intelligence in HR management, and offer introductory training to employers on how to implement the toolkit;
- Hold the 12<sup>th</sup> Equal@work seminar on a topic tbc;
- Participate in the annual meeting of EU diversity charters;
- Influence debates on diversity within EU institutions and EU CSOs, in particular by advocating for the European Commission's diversity strategy to have clear commitments on racial equality;
- Support the development of the Brussels' affinity group of People of Colour.

### **Equality data collection**

- Conduct national level advocacy meetings on equality data as part of the National Action Plans Against Racism where relevant;
- Participate as expert in international fora on the collection of data on race and ethnicity.

### **Research**

- Produce ENAR's Shadow report on "Police violence against ethnic minorities and community resistance" and national briefings based on the Shadow Report research where relevant;
- Carry out the research for the pan-European Shadow report 2021 on racism in Europe.

### **DARE – Dialogue about Radicalisation and Equality (H2020)**

- Finalise the ethnographic research with young people in contact with radicalised milieus in Belgium (20 long interviews), code the data on Nvivo and produce a research report for the comparative European report;
- Coordinate the testing phase of the toolkits for practitioners, based on the meta and empirical research as well as the needs of young people;
- Disseminate the findings of the projects in European and national policy circles;
- Organise a policy dialogue about the findings of the project in Brussels;
- Advocate for evidence-based policies in the field of counter-terrorism and prevention, in line with the results of the DARE research, which do not have a disproportionate impact on ethnic and religious minorities;
- Organise a national stakeholders' group for Belgium;
- Organise advocacy meetings for the DARE researchers in Belgium;
- Begin the preparations of the final DARE conference in Brussels (Feb. 2021).

### **Migration and social inclusion**

- Disseminate ENAR recommendations on employment integration of migrants;
- Dissemination of the ENAR-REIs toolkit on refugee education;

- Take part in the European Migration Forum, including participate in meetings and contribute to joint civil society positions and consultations;
- Review the implementation of the Blue Card review and advocate for non-discrimination principles in the upcoming debates on the attribution of humanitarian visas in the EP;
- Contribute to the consultation on the assessment of the seasonal worker's directive;
- Develop and agree an ENAR position on migration with an anti-racist perspective (see above point on definition in section 'Mainstreaming anti-racism');
- Hold a steering group to support the Network to develop this position.

### **Mainstreaming the struggle against Antigypsyism, Islamophobia, Afrophobia and Antisemitism**

- Support existing coalitions and alliances on specific forms of racism to reach their objectives (through coordination support, finding thematic commonalities...);
  - Facilitate the connections and exchanges between the different coalitions and alliances on specific forms of racism with the view to explore common goals and advocacy;
  - Explore the possibility of an increased minority political participation (through the possible development of a European Minority Caucus aiming to advance the political participation of ethnic, racial, and religious minorities in Europe);
- 
- Support calls for the mainstreaming of the struggle against Afrophobia, Islamophobia, Antigypsyism, Antisemitism and other forms of racism by the European Institutions in all relevant policy and funding documents;
- 
- Support the setting up and running of a working group on Islamophobia within the EP (with a focus on Muslim women and racist crime);
  - Support the coalition demands for a European Parliament resolution on the recognition of Islamophobia (including the demand for a report on the fundamental rights of Muslims in the EU);
  - Explore possibility of a FEMM Committee hearing, on behalf of the Coalition, on Muslim women that covers Islamophobia;
  - Organise a good practice exchange on litigation about issues affecting minority groups based on the experiences of Roma (in particular Muslim women);
  - Engage with the EC coordinator on Islamophobia in collaboration with the Coalition;
  - Participate in drafting and promoting a reference paper defining Islamophobia at European level to increase recognition of this specific form of racism;
- 
- Support and contribute to the coordination of the Alliance against Antigypsyism in mainstreaming the struggle against antigypsyism in advocacy meetings with the EC Non-discrimination and Roma Unit, the EP and Member States, including through advocacy related to the post-2020 framework for NRIS to ensure that antigypsyism is tackled structurally;
- 
- Develop an ENAR internal position on Antisemitism in the wider anti-racism movement;

- Hold a working group to develop this position;
- Engage with the EC coordinator on Antisemitism and support joint advocacy at EU level on combating Antisemitism;
- Promote knowledge on combating Antisemitism in ENAR membership and staff (develop and disseminate a factsheet on Antisemitism for members and organise at least meetings with Jewish organisations working on Antisemitism).

#### **National Action Plans Against racism**

- Conduct EU and national advocacy to support the adoption of common sets of indicators and actions to be included in NAPARs at EU level;
- Conduct national level advocacy meetings and support national coalitions/coalition building activities at national level as part of the development of National Action Plans Against Racism;
- Review and update of the governance section of the NAPAR toolkit;
- One training for members on setting up a NAPAR.

#### **Human rights defenders**

- Support calls for an enhanced protection of HR defenders within the EU and for securing safe spaces for CSOs and activists in the EU (in coalition with HRDN);
- Raise awareness about the criminalisation and disproportionate scrutiny of anti-racist organisations.

### **3. Dissemination activities**

Key objectives:

- Develop strong, efficient and effective community building tools and cross-fertilise community building best practices within the network to collectively act to challenge racial discrimination;
- Support advocacy, communication and networking on strategic priorities by informing and raising awareness of ENAR's target audiences, and empowering them to take action;
- Increase ENAR's visibility in media and social media on strategic priorities.

#### **Build the capacity of members to advocate for equality at EU and national levels**

- Update and disseminate a toolkit on the Shadow Report findings for members to use at national level;
- Hold an ENAR "summer school" for European anti-racist activists on addressing anti-racism & related discrimination with an intersectional perspective;
- Implement ENAR's new network development strategy with the aim to reinforce the skills and expertise of ENAR members.

#### **Best practices exchange and promotion**

- Exchange and promote on an ongoing basis ENAR members' knowledge, skills, expertise, activities and project through ENAR's website and social media;
- Support and promote ENAR members' campaigns at European level;

- Hold the annual conference of members (including the General Assembly) with dedicated workshops for the exchange of best practices and strategising on areas of concern.

#### **Dissemination of findings and communication**

- Disseminate and promote the Equal@work toolkits;
- Produce and disseminate the monthly Equal@work newsletter on employment and diversity management;
- Promote the findings of the shadow reports and other research reports, including through the production of data visualisation tools;
- Promote and disseminate ENAR's publication on intersectionality;
- Maintain and develop ENAR's website, including updating thematic pages on strategic priorities;
- Develop and implement a new website and a new logo;
- Increase a coherent, regular and effective presence on Facebook and Twitter;
- Increase the regional scope of engagement on social media, starting with Germany and France;
- Encourage ENAR members to write blogs/stories about ENAR's strategic priorities;
- Regularly publish blog articles to push out content that the mainstream media are not covering and with the view to amplify key messages/campaigns;
- Ensure effective media coverage of ENAR's strategic priorities, in both mainstream and community media, through press statements, op-eds, briefings and regular meetings with journalists;
- Produce and disseminate ENAR's annual report;
- Present ENAR to students and other stakeholders during study visits;
- Produce and disseminate the ENAR monthly newsletter (for anyone who signs up outside of ENAR's membership).